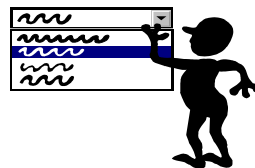


Job Descriptions



An accurate, complete job description is the foundation for hiring the right person for the right job the first time.

You need to know the actual skills, knowledge and abilities required to successfully perform the job before you can objectively screen applicants. Time spent analyzing the job duties for each position will simplify and improve your hiring process as well as help you identify training needs.

An accurate, complete job description is the foundation for hiring the RIGHT person for the RIGHT job the FIRST time

An accurate, complete job description will also provide you legal protection by showing that your hiring decision is based on consistent, objective criteria. You will be able to support why you hire one applicant over another, why you pay one employee more than another, or why you terminate an employee for poor performance.

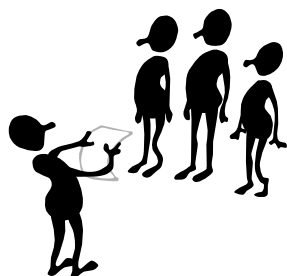
Getting Started

Gather and review information about the job. Talk to current and past employees who actually do the jobs as well as their supervisors. Observe the job being done. Recognize how the position interacts with other positions in the organization and decide if you need to change or reassign any duties to make the job more efficient.

You can also collect standardized information about a job description from secondary sources such as the Occupational Information Network (ONET), which is available through Job Service Workforce Centers or at online.onetcenter.org. ONET is a comprehensive overview of worker characteristics, requirements and work activities as well as outlook and earnings. *Refer to ONET page in this section.*

Job descriptions should be written in brief, clear sentences. The basic structure for sentences is implied subject/verb/object/explanatory phrase.

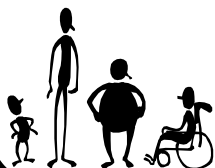
Example: Compiles statistical reports using Excel software.



Use action verbs to describe the physical and mental tasks to be performed. Focus on the facts—do not overstate or understate requirements. Refer to the basic outline of a job description.

Make sure your job description does not discriminate based on:

- Race
- National Origin
- Creed
- Religion
- Sex
- Physical or Mental Disability
- Marital Status
- Age
- Political Ideas
(government employees only)



Discrimination



When writing your job description, avoid requirements that are not job related or tend to eliminate a group of people. Also avoid words like “recent graduate” or “mature” as these can be interpreted as discriminatory.

Discrimination in employment is against the law based on race, color, national origin, sex, age, religion, creed, physical or mental disability, marital status and political ideas (government). Note that the Montana discrimination laws protect people of all ages as well as marital status. Marital status includes whether a person is married, divorced, separated or single and the identity and occupation of a person’s spouse.

ADA

The Americans With Disabilities Act of 1990 (ADA), which makes it unlawful to discriminate in employment against a qualified individual with a disability, does not require employers to have a written job description. However, having one which focuses on the essential and non-essential functions of the job without specifically stating how these functions must be performed will help you stay out of trouble. It will also allow applicants to screen themselves for qualifications, essential functions and physical demands.

Share your written job description with applicants. Then, ask them if they are able to perform the essential functions of the job with or without reasonable accommodation. (A good place to ask this question is on your job application that applicants sign and date.)

Disclaimers

Consider using a disclaimer that states that job descriptions are not meant to be all inclusive and that the job itself is subject to change. Some examples are:

- Nothing in this job description restricts management’s right to assign or reassign duties and responsibilities at any time.
- This job description reflects management’s assignment of essential functions, it does not restrict the tasks that may be assigned.
- Other duties as assigned.



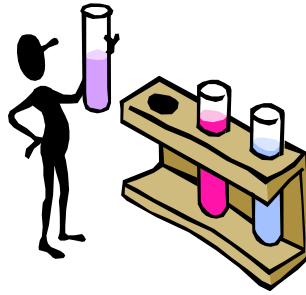
You will have fewer misunderstandings and better employee relationships when the duties and responsibilities of various jobs are clearly communicated.

Determining Essential Functions

Essential functions are the basic job duties that an employee **must be able to perform**, with or without reasonable accommodation. (These are particularly important to review before taking an employment action such as recruiting, advertising, hiring, promoting, or firing.)

Factors to consider in determining if a function is essential include:

1 The reason the position exists is to perform that function,



2 the number of other employees available to perform the function or among whom the performance of the function can be distributed,

AND

3 the degree of expertise or skill required to perform the function.

Setting Wage Rates

Once you have an accurate job description, you will have a solid basis for comparing the relative amounts of work required and qualifications needed for different positions. This will allow you to establish fairer wage rates and salaries. Some principles to consider include:

- Equal pay for equal work
- Fairness in application of these principles
 - Higher pay for work requiring more knowledge, skill or physical exertion
 - Reasonable pay, in comparison to pay for similar work in other organizations
- Total earnings reflect, in some way, the employee's contribution to the organization
- Over-qualified employees are generally not paid more than a qualified employee in the same position

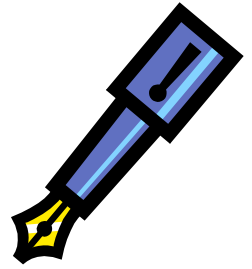
One general, but fairly effective, rule of thumb you can follow when determining rates is to pay the most important non-supervisory job as well as or somewhat better than the job receives elsewhere and do the same for the least important non-supervisory full-time job. Rates for all other jobs in-between can then be set in a reasonable way.

You can obtain labor market information on wage rates in Montana on the Internet at

<http://ourfactsyourfuture.mt.gov>
or
call the Job Service Workforce Centers



Basic Job Description Outline



Job Title: _____
Department: _____
Reports to: _____
Wage: _____

Work Hours: All hours required to work and overtime requirements

Summary: Briefly explain the general purpose of the job as well as expected interactions and relationships with other employees, departments, customers and clients.

Essential Duties and Responsibilities: List major job duties and responsibilities. You can include quality, quantity and safety factors. (For a free handout on the Americans With Disabilities Act and how this relates to essential functions, contact the Job Service Workforce Centers.)

Minor Duties: List duties that are only performed occasionally and that are not critical to the position.

Minimum Qualifications (knowledge, skills and abilities):

Minimum education required (if any)

Minimum experience required (if any)

Certificates, licenses and registrations required—professional, driver's, chauffeur's, etc.

Specific personality traits—outgoing, independent, self-motivated, etc.

Special skills needed—equipment and machines must be able to operate; proficiencies required in typing, 10-key; phone skills; specific software expertise (Excel, Microsoft Publisher); language skills; reasoning ability; ability to handle stress and work under pressure and deadlines, etc.

Knowledge required— hardware, plumbing, electrical, mechanical, math aptitude, etc.

Ability to perform the essential functions of the job .

Supervisory Responsibilities: (if any)

Physical Demands: List the physical demands that are representative of those that must be met by an employee to successfully perform the essential functions of the job. Consider the frequency or the percentage of time the person would be doing actions such as: sitting, bending, standing, walking, climbing, driving, pushing, pulling, lifting, etc.

Work Environment: Describe characteristics of the environment representative of those an employee would encounter while performing the essential duties of this job...the percentage of time spent indoors or outdoors, along with other relevant details like exposure to temperature extremes, detergents, dust, fumes, heights, etc.

Special Requirements: Include any additional requirements such as travel, on-call work, union membership, providing own vehicle, clean driving record, etc.

Appearance or Dress Code: List your established rules (make sure they're non-discriminatory) concerning such things as hair nets, hair length, uniforms, good public contact, professional dress, etc.

Special Equipment Needed: List any requirements such as tools, hard hats, etc.

